

Garner Police Department



Strategic Plan FY'12 – FY'14

A Nationally Accredited Law Enforcement Agency

Chief Brandon V. Zuidema

January 2012

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Message from the Chief of Police

The Garner Police Department exists to serve the citizens, businesses and visitors in the Town of Garner, North Carolina. We are committed to maintaining the standards of a professional law enforcement agency while meeting the needs and expectations of our community. With this in mind, we have developed this three-year strategic plan as a working document to assist us in evaluating the continued development of the agency as well as the developments and challenges expected in Garner and in policing in the next three years.

More specifically, this plan is intended to communicate our goals and strategies in the context of providing for public safety and an enhanced quality of life for the Town of Garner. It is also intended to recognize our strengths and our limitations and how they determine our capacity for the implementation of these goals and strategies.

This plan has been developed with input from our employees, the Town of Garner and the citizens we serve. It will be an evolving document that will be reviewed and updated annually to assist us in focusing our available resources for both efficiency and effectiveness. We welcome your review of the document and any feedback you may have to assist us in working collaboratively with you to better serve Garner.

President Calvin Coolidge once said, "No one is compelled to choose the profession of a police officer, but having chosen it, everyone is obligated to perform its duties and live up to the high standards of its requirements." The Garner Police Department recognizes this obligation and takes it very seriously. This strategic plan is another tool to assist us in performing our duties to best serve the community while meeting the high standards that we place on ourselves.



Sincerely,

A handwritten signature in black ink, appearing to read "BZ", is placed above the name of the Chief of Police.

Brandon V. Zuidema

Chief of Police

Garner Town Council Resolution Endorsing the Strategic Plan

RESOLUTION NO. (2012) 2121

A RESOLUTION ENDORSING A STRATEGIC PLAN FOR THE GARNER POLICE DEPARTMENT

WHEREAS, the Garner Police Department finds there is a need for a plan that will assist the Police Department in identifying current and future needs of and challenges facing the department, the Town and the Garner community; and

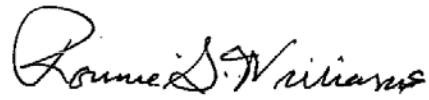
WHEREAS, the development of a strategic plan is a professionally accepted method of identifying these issues; and

WHEREAS, the Garner Police Department has undertaken a strategic planning process and has identified goals that support the mission of the department and the Town of Garner; and

WHEREAS, the Garner Police Department will work collaboratively with the Town Council to utilize and update the strategic plan in coming years to maintain its value as a planning document for the department and the Town Council.

NOW, THEREFORE, BE IT RESOLVED that the Garner Town Council hereby endorses the Garner Police Department Strategic Plan dated January 2012.

Adopted this 21st day of February 2012.



Mayor

ATTEST:



Town Clerk

The GPD Mission and Values

In the spring of 2010, an employee committee was tasked with developing and implementing a mission statement and set of values that represent who we are as a law enforcement agency, what role we play in the Garner community and what values we embrace and use in making day-to-day decisions. The committee got feedback from all employees and developed the following:

Our Mission Statement

"The Garner Police Department is dedicated to excellent police service through partnerships that reduce crime, create a safe environment, build trust and enhance the quality of life in our community. We are committed to delivering quality service in an effective, responsive and professional manner."

Our Values

COMMITMENT: We have a selfless determination and relentless dedication to the public, our partners, and to each other. We will strive to continually improve our community and our agency.

INTEGRITY: We are committed to the highest standards of honesty and ethical conduct, which are the cornerstones of our profession.

PROFESSIONALISM: We accept responsibility for our actions. We are accountable to ourselves and those we serve. We will communicate honestly and consistently strive for excellence.

The Strategic Planning Process

This strategic plan was originally developed during 2011 by a committee of Garner Police Department employees. The following employees are deserving of special recognition for their efforts in this process: Lieutenant Wayne Moore, Sergeant Lorie Smith, Investigator Christina Pappas, Officers Jedidiah Behe, Benjamin Deese and Brian McLean and Mrs. Judy Benitez. We also owe a debt of gratitude to Ms. Ginny Satterfield with Wake County Human Services for her time and guidance in the development of this plan.

The first stage of this process was to have the committee meet with all department employees. The employees were asked to consider internal and external factors that impact planning. Internal factors include strengths and weaknesses of the Garner Police Department and external factors take into account things that exist in the community that can be capitalized on (opportunities) or barriers or obstacles (threats) that might need to be addressed in order to maximize the work of the organization.

Following the employee feedback, the committee reached out to the community for feedback on the department, our strengths and weakness and challenges for the coming years. Committee members met with school principals, members of the Chamber of Commerce, business leaders and town employees. The committee also held a public meeting that allowed for comment from town residents and the media. This information was added to the existing data from our employees.

Finally, the identified strengths, weaknesses, opportunities and threats were reviewed and used to identify goals and priorities for the next three years. These goals were then implemented into this plan and presented to the Garner Town Council for their acknowledgement and endorsement.

This plan will be reviewed and updated annually in order to maintain it as a valuable tool in guiding the Garner Police Department in administrative, fiscal and operational planning.

Recent Department Accomplishments

In order to appreciate the goals and priorities for the Garner Police Department going forward, it is important to maintain an awareness of our recent accomplishments that have served to enhance our administration and operations in terms of effectiveness and efficiency. The following is a summary of the most significant recent accomplishments that have impacted the department:

1) Development of a revised Mission Statement and Values (May 2010)

In the spring of 2010, a committee of department employees was tasked with creating a mission statement and set of values that represented the Garner Police Department, our employees and our purpose in the Town of Garner. The revised mission statement and values are now a part of the fabric of our organization and guide us in decision-making and goal-setting as we serve the citizens of Garner.

The department has also adopted the International Association of Chiefs of Police's "Law Enforcement Oath of Honor" as a means of expressing the individual and collective commitment of our employees to professional policing.

2) Department re-organization (October 2010)

In October 2010, the Garner Police Department underwent a re-organization aimed at increasing our effectiveness and efficiency and providing greater employee development by consolidating two patrol districts into one Patrol Division, transferring several supervisors to specialized units, creating the position of Platoon Leader in the Patrol Division and creating the Professional Standards Unit.

This re-organization placed a greater emphasis on chain-of-command as well as a balanced span-of-control for our supervisors, it enhanced our internal affairs and planning functions and it provided greater opportunities for expanding the breadth of diversity for our current and future leaders.

3) Social media enhancement (2011)

With the creation of the Professional Standards Unit, the police department was able to commit additional resources to revising and expanding our social media presence. Our department website was moved from a private domain to the Town's website and was completely redone to focus on the timely sharing of current department information as well as accident and crime data for the Town of Garner.

The police department has also established a Twitter account and has revised its Facebook page to be more user-friendly and information-rich for our followers.

4) Creation of an Annual Department Report (2010)

The police department issued its first Annual Report for calendar year 2010. The Annual Report represents our effort to share information with the Town Council, the citizens of Garner and others who may be interested in our operations and achievements. This will be a recurring report that highlights the police department's efforts and accomplishments in terms of providing law enforcement services to the Town of Garner.

5) Implementation of a fitness program (2011)

The law enforcement profession is a dangerous career choice for anyone willing to dedicate their life to serving others. The Garner Police Department recognizes that we have an obligation to our employees and to the community we serve to support a personal fitness initiative.

We have developed a fitness program for all sworn personnel that will be fully implemented in fall 2012. The program requires sworn personnel to complete the North Carolina Police Officer's Physical Agility Test (POPAT) in fourteen minutes and forty seconds or less (14:40) to meet the "fitness standard" or in twenty-two minutes (22:00) to meet the "minimum performance standard" while continuing to improve toward meeting the "fitness standard."

S.W.O.T. Analysis Summary

*Strengths * Weaknesses * Opportunities * Threats*

Current Strengths of the Garner Police Department

- The experience and stability of our work force
- Good community support
- Accountability of officers to citizens and staff
- Good training and equipment
- Low violent crime rate

Current Weaknesses of the Garner Police Department

- Current facilities reduce efficiency and communication
- Lack of training facilities
- Our sworn staff demographics do not reflect the demographics of our community
- Lack of staff with the necessary foreign language skills
- High property crime rate

Opportunities for the Garner Police Department

- New records system implementation in 2012 will improve efficiency
- New leadership with the transition of our senior staff in coming years
- PAAL will provide community outreach and build new relationships
- New growth and development in town
- New technology developments and improvements

Known and Anticipated Threats to the Garner Police Department

- Increased reliance on technology
- Flat budgets with rising costs for personnel and equipment
- Potential impact of the new fitness program
- Shifting demographics and businesses on the west end of Town
- Need for additional civilian support staff

Ongoing Department Challenges

In addition to the “threats” identified through the S.W.O.T. analysis, the police department is also aware of the following ongoing challenges that are not completely within our control yet impact our overall operations and efficiency:

Community Engagement: Our crime reduction efforts are dependent upon strong engagement with all segments of the community. It is challenging to get citizens and business owners with busy schedules involved with the police department and their neighborhoods. It is also challenging to build relationships in Latino communities where trust is a significant concern. Our goal is for citizen and neighborhood involvement to be proactive rather than reactive.

Diverse Work Force: The police department remains committed to recruiting an applicant pool that is reflective of the community. The applicant pool rarely has the number of females and minorities that would give us the desired diversity in our workforce. We will continue to focus our recruitment efforts on attracting a more diverse applicant pool while maintaining our high employment standards to ensure a professional work force.

Flat Operating Budget: Like most public-sector entities, we are challenged by flat operating budgets as our operational costs continue to rise; in many cases the increases are out of our control in terms of personnel costs and necessary equipment maintenance and upgrades.

Technology and Law: The ongoing rapid change in technology creates multiple problems for the GPD. The technology and training to investigate these types of crime is expensive and the training is complex. The law has also not kept up with these changes making enforcement difficult.

Department Goals for FY'12 – FY'14

- Goal #1: Enhance community trust, interaction & accountability*
- Goal #2: Expand and improve the Police Athletic and Activities League (PAAL) program*
- Goal #3: Prepare for the transition of sworn senior command staff*
- Goal #4: Transition jobs that do not require sworn positions to non sworn staff*
- Goal #5: Continue the property crime reduction initiative*
- Goal #6: Work with the Town to adopt a facility improvement plan*

Goal #1: Enhance community trust, interaction & accountability

It is important that the public trusts the Garner Police Department (GPD) to act legally, ethically and appropriately according to professional and community standards. This expectation deals with the overall actions of the department and the actions of our personnel individually and collectively. The GPD cannot be effective without the trust, confidence and support of the citizens it serves. This trust must be earned each day. Trust can be enhanced by increasing the frequency and quality of police-citizen interactions. The GPD will interact with the citizens it serves on a regular basis and will do so in a professional and courteous manner. The GPD will increase its opportunities for citizens to be involved with their police department, and the police department will seek out different ways to be involved with the community. The GPD will enhance its level of accountability to the community.

Strategy 1.1: Competent Internal Affairs

We will continue to fully investigate all complaints and concerns expressed regarding departmental or individual actions. We will disseminate information regarding how to file complaints or ask questions and we will publish annual statistical summaries regarding complaints; this includes providing enhanced explanations regarding the outcomes of complaints and internal investigations as allowed by law.

Strategy 1.2: Enhanced Use of Social Media

We will increase the quality and quantity of information made available to the public by use of the department and Town websites, the local news media, Facebook, Twitter and other methods. The information shared will include crime prevention materials, crime and statistical information, safety tips, contact names and numbers and general information on department administration and operations.

Strategy 1.3: Community Education

We will develop programs and materials to educate citizens about various components of and operations within the Department. We will publish an annual report and we will publish and update this strategic plan.

Strategy 1.4: Enhance media interactions and relationships.

We will expand our media relationships from information sharing to collaborative relationships aimed at sharing information and educating the public. We will continue our practice of releasing information unless there is a reason not to rather than protecting information until we are required to release it.

Strategy 1.5: Customer satisfaction surveys

We will solicit citizen and other customer feedback regarding the level and quality of services delivered. We will use the feedback provided to enhance our practices and procedures.

Strategy 1.6: Use of community policing strategies

We will utilize problem solving and other community oriented policing strategies to actively engage residents and community stakeholders in crime prevention initiatives. This includes our ongoing Neighborhood Initiatives Program that we currently participate in with our other Town Department partners.

Strategy 1.7: Community involvement

We will encourage our personnel to maintain and expand their involvement in local civic clubs, neighborhood associations, school-based programs and youth-based programs such as the Police Athletic and Activities League (PAAL).

Success for this goal will be measured by:

- The number of complaints against agency personnel; the quality of investigations regarding complaints and concerns; findings regarding complaints and concerns; dissemination of results as allowable by law.
- The number of compliments and commendations received for agency personnel.
- Our level of cooperation with other community and public safety entities.
- The quantity, quality and scope of information provided to the public.
- Our level of interaction and the nature of our relationship with the media.

- Feedback from citizens regarding services delivered.
- The quantity of and the area covered by community and business watch programs administered by the department.
- The quantity, quality and variety of crime prevention programs provided.

It should be noted that even though many of these have numeric metrics, the goal is to have an effect, i.e. a positive outcome. We are more focused on outcomes rather than outputs and results rather than efforts.

Goal #2: Expand the PAAL program

The Police Athletic and Activities League (PAAL) was started in 2010 as a non-profit organization whose purpose is to reduce juvenile delinquency and improve police-community relationships. The program provides no-cost services to local youth. PAAL is managed by an advisory board made up of volunteers from the community and the police department.

Strategy 2.1: Community promotion

We will continue to promote PAAL within the community by advertising, using social media and conducting public information campaigns.

Strategy 2.2: Identify recurring funding

We will seek additional funding for the organization by reaching out to local employers and corporations to become sponsors of the PAAL. We will also work with the PAAL Board to prepare budget requests for funding for the program to support the police efforts with PAAL.

Strategy 2.3: Expansion of PAAL programming

We will collaborate with the PAAL Board to identify programming needs in the Garner community and to utilize police and community volunteers to staff and develop additional PAAL programs.

Strategy 2.4: Collaboration with the Parks, Recreation & Cultural Resources Department (Parks and Rec)

We will work with Parks and Rec to be recognized as a programming partner, to collaborate on youth programs and to support PAAL students in existing Parks and Rec programs.

Strategy 2.5: Develop a facility plan

We will work with the PAAL Board and the Town to identify potential sites and/or buildings to be used as a PAAL facility to provide space for offices, classrooms and athletic events. We will also collaborate on developing a funding plan for such a facility.

Success for this goal will be measured by:

- Becoming a partner with the Town Parks and Rec program.
- Developing and maintaining a successful website with relevant information for the public and our partners.
- Increasing the participation of the community youth and volunteers.
- Securing a more permanent source of recurring funding through partnerships with local businesses, community fund raising projects and the Town.
- Developing a PAAL fundraiser as a community awareness and fund raising event.

Goal #3: Prepare for the transition of senior sworn command staff

The current sworn command staff of the Garner Police department is composed of the Chief, a Deputy Chief and five Lieutenants. All of the lieutenants have over 23 years of service and were all promoted in a short time span over a decade ago and will all be eligible to retire in the next 7 years. The loss of over 100 years of department experience and knowledge will have a significant impact on the agency; we therefore need to begin to prepare our next generation of leaders.

On a related note, and as part of a continuing partnership with the Garner Fire Rescue Department, we have committed to working with their command staff to identify leadership training that will benefit both organizations.

Strategy 3.1: Training review and recommendations

We will review the training of all employees who are eligible for promotion in the next seven years to identify those areas where additional training will improve the leadership, supervision and management knowledge, skills and abilities for potential candidates.

Strategy 3.2: Selection of leadership training

We will work collaboratively with Garner Fire Rescue to select a core curriculum that will provide the opportunity for participation in a comprehensive leadership training program for all persons seeking promotion in the next three years.

Strategy 3.3: Identification of funding

We will research the cost of courses on the identified curriculum list to identify those courses that are most cost effective in meeting employee needs. We will work collaboratively with the Town and Garner Fire Rescue to identify appropriate budgeting sources to cover the anticipated costs.

Strategy 3.4: Diversity of assignment and experience

We will continue to rotate all sworn staff through specialized assignments in order to expand individual and collective breadth and diversity of assignment and experience.

Success for this goal will be measured by:

- Preparing a comprehensive report that includes a list of supervisors who are eligible for promotion and the training they need to become successful command staff members.
- Developing a curriculum that can be used by both the police and fire departments to train and develop new leaders.
- Locating and securing facilities, funding and instructors to provide as much in house support for the new curriculum as possible
- Encouraging the retiring senior officers to “leave a legacy.” Have them develop job descriptions for their positions and include significant historical events they participated in during their careers.
- Preparing cost estimates and identifying funding for long term training courses such as AOMP, FBI National Academy and MDP.

Goal #4: Increase our number of non-sworn positions

The police department currently has a staff of sixty four sworn police officers and 5 non-sworn (civilian) positions. The growth of the department over the past decade has been strictly focused on sworn personnel; in fact, our civilian staffing has been reduced during this same timeframe. This has resulted in sworn personnel handling responsibilities that could otherwise be handled by civilian personnel; such a transition would reduce costs for those responsibilities and increase availability of sworn staffing for operational responsibilities. We have also expanded the number of “internal services” provided to other Town departments, many of which could be conducted by civilian staff.

Strategy 4.1: Job task analysis

We will conduct a job task analysis to examine all positions and job tasks within the department in order to identify tasks and responsibilities suitable for civilian employees. This analysis will be in part an ongoing process due to its direct relation to an ongoing workload evaluation and balancing effort taking place in the department.

Strategy 4.2: Review of the property and evidence function

With the implementation of a new Records Management System, we will update our evidence submission, processing and storage procedures with the goal of enhanced efficiency. We will then conduct a review of the property and evidence function to determine the workload as well as the practicality of civilianizing the responsibilities.

Strategy 4.3: Development of civilian community services positions

We will research the cost and benefits of implementing a non-sworn community services officer program that will blend the animal control program responsibilities and many of the internal services currently provided. We will collaborate with the Parks, Recreation and Cultural Resources Department and Town staff to develop a recommendation that is operationally and fiscally feasible for and beneficial to the Town.

Success for this goal will be measured by:

- Completion of the job task analysis for all positions.
- Analyzing the completed job task analysis and seeing what job functions can be combined, removed or transitioned to civilian personnel.
- Implementing the new records system and evidence tracking module including the electronic bar-coding system and using the new system to improve evidence logging and disposal.
- Preparing a job description and anticipated cost for the community services position. This will include job task analysis for the position and a budget summary for the required equipment and salary expenses.

Goal #5: Expand the Property Crime Reduction Initiative

The police department began a focused review of property crime statistics in Garner in 2009. A study was done that led to the conclusion that reducing shoplifting would significantly reduce overall property crime in Garner. It was also determined that revising the protocol for responding to and processing shoplifting incidents would free up officer time and reduce the costs of overtime associated with court and prisoner processing. In 2010 a decision was made to re-establish a Loss Prevention Network of loss prevention officials in Garner and to meet with regional law enforcement officials and the Wake District Attorney's office to discuss strategies to reduce shoplifting and other property crime and to streamline the processing of such offenses.

Strategy 5.1: Statistical review and enhanced crime analysis

We will review all existing property crime data, to include incidents, reports, arrests and convictions and we will update our current statistics related to proactive efforts to reduce property crime. We will integrate crime analysis with property crime reduction by providing proactive, predictive data for the patrol division.

Strategy 5.2: Collaboration with the District Attorney and Chief Magistrate

We will continue our effort to collaborate with the District Attorney, the Magistrate's Office and area loss prevention personnel to setup a system to allow shoplifting cases to be set on the loss prevention personnel's court date to reduce officer appearances and increase conviction rates.

Strategy 5.3: Loss prevention coalition

The department's Crime Prevention Officer will continue to expand the Town-wide loss prevention coalition through regular meetings and the exchange of information between retailers.

Strategy 5.4: Proactive enforcement of property crimes

We will continue to work proactively on other property crimes that have a significant impact on the community, including but not limited to metal theft and larceny from motor vehicles.

Success for this goal will be measured by:

- Using the DDACTS Crime Analyst position to improve the rate and consistency of property crime analysis.
- Using the information developed through the aforementioned property crime analysis to develop a proactive program for preventative patrol and surveillance.
- Organizing a loss prevention association that meets regularly and disseminates information from all partners to reduce repeat offenders and more easily spot crime trends.
- Working with the District Attorney, Chief Magistrate and Clerks Office to implement a program that allows loss prevention personnel to draw their own warrants for misdemeanor shoplifting crimes.

Goal #6: Work with the Town to adopt a facility improvement plan

With the closing of the former West District Office in August 2010, the police department was reduced to a total of approximately 9,000 square feet of physical facilities in three separate buildings. The police department can significantly increase its operational efficiency and effective communication by relocating all offices and work areas under one roof with sufficient work space for the present and for the future expansion of the department. External assessors have identified our physical facilities as a limitation and area of concern for the department, especially in regard to property and evidence storage and security.

Strategy 6.1: Identify immediate and future facilities needs

We will update our facilities needs document (internally) to reflect our current organizational structure, our specific needs for work space and storage and compliance with professional standards.

Strategy 6.2: Consideration of short-term alternatives

We will seek out creative and cost-efficient alternatives to meet the department's immediate facilities needs to ensure the greatest efficiency possible in the context of our evolving organizational structure and responsibilities.

Strategy 6.3: Work collaboratively with the Town on a facilities plan

We will work with Town Administration and other Town departments to collaborate on a facilities plan that addresses the needs of the police department as well as the needs of other departments. We will develop a facilities plan that gives consideration to the Town's current economic condition as well as the future growth plan for the Town of Garner.

Success for this goal will be measured by:

- Reviewing the existing space need studies and architectural recommendations to see if they are still relevant.
- Developing and maintaining a list of existing offices and positions and the current space allocation. Prepare a second list that shows how the lack of physical space is preventing work efficiency, hampering the proper storage of records and evidence, and negatively impacting service delivery to the citizens.
- Working with Town management and the Town Council to develop both a short term and long term solution to all of the facility needs.
- Researching an immediate solution to the lack of training facilities.

Time Table

GOAL	STRATEGY	COMPLETION DATE
ENHANCE COMMUNITY TRUST, INTERACTION & ACCOUNTABILITY	1.1 - COMPETENT INTERNAL AFFAIRS	ONGOING
	1.2 - ENHANCED USE OF SOCIAL MEDIA	FY12
	1.3 – COMMUNITY EDUCATION	FY13
	1.4 – ENHANCE MEDIA INTERACTIONS AND RELATIONSHIPS	FY12
	1.5 – CUSTOMER SATISFACTION SURVEYS	FY14
	1.6 – USE OF COMMUNITY POLICING STRATEGIES	ONGOING
	1.7 – COMMUNITY INVOLVEMENT	ONGOING
EXPAND THE PAAL PROGRAM	2.1 – COMMUNITY PROMOTION	FY13
	2.2 – IDENTIFY RECURRING FUNDING	FY13
	2.3 – EXPANSION OF THE PAAL PROGRAM	FY13
	2.4 – COLLABORATION WITH PARKS AND REC	FY12
	2.5 – DEVELOP A FACILITY PLAN FOR PAAL	FY14
PREPARE FOR THE TRANSITION OF THE SENIOR SWORN COMMAND STAFF	3.1 – TRAINING REVIEW AND RECOMMENDATIONS	FY12
	3.2 – SELECTION OF LEADERSHIP TRAINING	FY13
	3.3 – IDENTIFICATION OF FUNDING	FY13
	3.4 – DIVERSITY OF ASSIGNMENT AND EXPERIENCE	ONGOING
INCREASE OUR NUMBER OF NON-SWORN POSITIONS	4.1 – JOB TASK ANALYSIS	FY12
	4.2 – REVIEW OF PROPERTY AND EVIDENCE FUNCTION	FY13
	4.3 – DEVELOPMENT OF CIVILIAN COMMUNITY SERVICES POSITIONS	FY14

GOAL	STRATEGY	COMPLETION DATE
EXPAND THE PROPERTY CRIME REDUCTION INITIATIVE	5.1 – STATISTICAL REVIEW AND ENHANCED CRIME ANALYSIS	ONGOING
	5.2 – COLLABORATION WITH THE DISTRICT ATTORNEY AND CHIEF MAGISTRATE	FY13
	5.3 – LOSS PREVENTION COALITION	FY13
	5.4 – PROACTIVE ENFORCEMENT OF PROPERTY CRIMES	ONGOING
WORK WITH THE TOWN TO DEVELOP A FACILITY IMPROVEMENT PLAN	6.1 – IDENTIFY IMMEDIATE AND FUTURE FACILITIES NEEDS	FY13
	6.2 – CONSIDERATION OF SHORT TERM ALTERNATIVES	FY13
	6.3 – WORK COLLABORATIVELY WITH THE TOWN ON A FACILITIES PLAN	ONGOING